



Work Unit & Job Design Guidelines

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Summary

This tool is intended to assist in designing jobs and work units to define the tactical organization structure that best supports strategic business needs, high level organization structure and future process design.

Application Guide

Purpose:

Develop tactical design for executing new process design including jobs, work units and management's role.

Value to the Business:

Ensures a new process is executed with the most efficient and effective roles and responsibilities.

When to Use:

After process redesign when the organizational structure is being refocused to increase efficiency, growth, and capital.

Principal Outputs, Work Products, and Deliverables:

Redesigned Work into Jobs and Work Units

Work Group vs. Team Decision Tool Summary

Management Role determined

Note: This tool assumes the tactical design team has collected information such as the organization's mission, vision, strategy and top level organization structure, leading practices, detailed future process models, and understands the fit of the high level structure to the strategy.



Introduction

This tool is designed to assist you in developing tactical designs that reduce hand-offs, non-value-adding steps and unnecessary hierarchy within a process. The basic building blocks in any organization are supervision, jobs and work units. Work unit design specifies the related tasks or activities that need to be performed to meet the organizational objectives and responsibilities of a group of people. Job design specifies the responsibilities that individuals hold and how work is distributed within a work unit.

Note: The process design teams may have already obtained current-state process information. The intent of this tool is not to design the process per se, but to determine the best way to assign roles and responsibilities to execute the process for [CBPI](#) or [ERP](#) program. Ideally, a fused approach to process redesign will be taken, integrating the resolution of organization roles and responsibilities as the future model is developed. However, if process redesign has not occurred yet you will need to know how to develop a future-state process model in order to effectively design tactical structures. Therefore a solid understanding of developing future-state process models may be needed.

Assessment

A) Develop and Document the Tactical Design Requirements

After determining the future state tasks and nature of the work, the design team can begin to develop and document the tactical design requirements. Develop a document that outlines the tactical design requirements, which includes a high level description of the type of work that will be appropriate for the future state process design and the strategic issues which are driving the decisions for the type of work. The design requirements should also address issues of teamwork, decision making and accountability, and process and technology design requirements.



Design Option

B) Bundling of future work into Job-roles and confirming the organization unit relationship

Once the work is analyzed it can be grouped into meaningful combinations.

- ***Assign activities to identified work units***

Assign all activities and tasks to the work units identified in strategic design. (If strategic design is not being completed and work units are not changing, existing organization structures are used - refer to the strategic design methodology if existing work units are to be modified.)

Use of Affinity Diagramming in Assigning Activities to Defined Work Units

One way this can be done is to put the new work units on the wall using flip chart paper. Put the activities and tasks under the process steps and sub-process steps on post-it notes. Have people move the post-it notes to the appropriate work unit. The meeting will need to be facilitated effectively to make sure the meeting participants are using appropriate leading practices and concepts. It is often possible for people to use the affinity diagramming exercise nonverbally moving grouping similar activities. There will generally be significant agreement on much of the grouping. Then the participants can identify the tasks where there is disagreement and sit down and discuss these until resolved. This activity can be done by a design team or in a large group session.

- ***Segmenting activities assigned to work units into job-roles***

Determine the tasks assigned to each work unit that should be grouped together for a good job-role. The job-role will have the appropriate amount of complexity and self-regulation to reduce the need for coordination from the outside. Job-roles should be created with the expectation that there will be a one to one relationship between job-roles and positions. Due to varying, site specific full time equivalent (FTE) requirements, multiple job-roles may have to be assigned to one position. This should be the exception as opposed to the norm. This way an ideal future process design can be realized in terms of work unit support that could be generic across multiple sites.

Make the work as complete as possible. Completeness means the degree to which a job-role has a clearly identifiable beginning and end and produces a meaningful product or service. A job-role should consist of the largest group of activities in a flow that is possible, taking into account the team or job-role holder's ability to measure and control the work. If it is not possible for one job-role to do all the activities in a flow break the work flow into groups of activities and form several job-roles. In order to determine if one individual has the ability to perform all of the work in the flow, assess the complexity of the work.

Segment the work keeping in mind that the objective is to minimize hand-offs of key decisions, maximize self-coordination by putting work together that requires supervision and ensure that the appropriate use of work unit structures with the type of interdependency is obtained.

Job-roles are based on individual responsibilities that support the process. The individual performer is responsible for personal output and for meeting expected standards. The individual is rewarded for meeting specific goals. The performer has the competencies to perform the work alone and is evaluated and rewarded for individual behaviors.

- Analyze the key tasks to help identify the key characteristics and nature of the future work.

The following concepts are used when analyzing the tasks: 1. the complexity of the work, 2. the time it takes to complete the work, and 3. the stability of the work environment.

1. Complexity of the work

Looking at the same tasks, identify the tasks in the future process that have significant differences in task complexity. One aspect of complexity refers to the predictability of a task. A task can be evaluated on a dimension from predictable (routine) to unpredictable (complex). Work that is more unpredictable has greater uncertainty and often cannot be completely planned in advance. In contrast, routine tasks are governed by methods and procedures, decision tables and job aids.

Another aspect of complexity refers to the degree to which significant expertise and skills are required to execute a given task. If the most complex versions of a task require significant expertise it may be more cost effective if these tasks are handled by a smaller centralized group of people, e.g., a center of excellence, rather than a decentralized work unit. Therefore the simpler aspects of a task might be handled



by a team and the more complex aspects might be handled by a functional group or center of excellence responsible for supporting a number of teams.

		<i>Degree of Predictability</i>	
		Highly Predictable (Routine)	Highly Unpredictable (Complex)
<i>Degree of Expertise or Skill</i>	High	<i>Moderately Complex</i>	<i>Most Complex</i>
	Low	<i>Least Complex</i>	<i>Moderately Complex</i>

2. Time it takes to execute

Rate each task based on the time required to execute the task in order to judge the feasibility of the task fitting into a job role. A task can require a short, medium, or long amount of time to complete. Record the amount of time it takes to complete the task, if it is available.

The tactical design team should also collect and consider volume information when evaluating the time to execute a task. Example Considerations: Can one person complete the task? How many people does it take to do the process? How long does it take? Will technology enable the process? What is the impact if the task becomes technology enabled? Answering these questions will be the first step in creating the FTE analysis; the amount of time it would take one person to accomplish a particular activity in the future state process.

3. Stability of the work environment

Analyze the work to determine the stability of the work environment. The environment can be dynamic, moderate, or stable. To determine the stability of a task, analyze the different inputs, the frequency of changes to inputs, and the number of different outputs. Each output and input represents a factor in the environment about which knowledge and information must be obtained and processed in decision making.

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Other considerations should include:

- [Product form change](#) - natural breaks in the process provide clues for identifying work units. These breaks occur where there is a change in the state of the product or service. *Examples include work units who mix raw materials to form a product, package the product, and sell the product.*
- [Technology](#) - technology may be so complex that no individual or work unit could handle all operations. *Examples include working on a single piece of equipment such as a printing press or generating a complicated report requiring expertise to ensure it's designed correctly.*
- Territory - location may make it impossible to complete the entire process within a single controllable area. In this case geographical work units may be required. *Examples include people who work in the same state or service the same clients.*
- Time - time may be a basis for segmenting work when the task exceeds the allotted time for an individual or work unit to complete it.
- Size - optimal size of teams range from 3 to 14 people. Larger teams will find it difficult to make decisions, maintain physical proximity and share work effectively.
- Customer - Organizing around a customer helps improve customer satisfaction, if the customer segmentation scheme is of high value.

Job-roles

A job-role can be defined as a function or part performed especially in a particular operation or process. A number of job-roles may also be combined into a position and assigned to a work unit.

- Validate the work units again, insuring that hand-offs are minimized
- Clarify the responsibility and authority of the job-roles and work units and summarize on responsibility charts.

Complete designs minimize the interfaces by eliminating the need for coordination and information transfers, and save time by reducing the need for checking the output received from the prior task. Complete designs also improve accuracy by reducing the length of the feedback loop from the user to the work team or position holder.

- ***Verify that the option selected meets the design requirements***



Ensure that the choice of work groups, teams and individual work will meet the tactical design requirements set forth earlier and is aligned with the enterprise and organizational-level design requirements. Design options should also be aligned with the business strategy. Where there is a significant gap, re-evaluate the grouping and determine if the design or the design requirement needs to be changed. At this point, review the “Roles and Measures Matrix,” a separate solution accelerator included in the [Transformation Management Guide](#).

- ***Develop and Document Individual positions***

To segment the job-roles into individual positions, the site specific FTE requirements associated with each activity during the process assessment are allocated to each job-role. The job-roles, within a work unit, are then combined into individual positions or assigned to multiple positions depending on the work flow and the FTE requirements. For example,

- if one job-role requires 6 FTEs with a constant flow of work, it will be assigned to 6 duplicate positions all with the same job-role;
- if one job-role in a work unit requires .2 FTEs, and another in the same work unit requires .8 FTEs, both job-roles may be assigned to the same position.

The criteria used in the previous step to determine which activities to group together to create job-roles, is the same criteria that should be used to group job-roles into positions if required to meet FTE requirements. Refer to the previous step for a detailed description of these criteria.

Rationalizing identified job-roles and work units with FTE requirements may cause some re-examination of the initial design when FTE requirements are extremely minimal or extremely large. This is normal, as this is an iterative process. Do not overlook the possibility of alternative staffing arrangements (part-time, seasonal, contract) when defining positions.

Complete the “Defining Positions” tool to develop and document job/role position profiles and standard position descriptions that incorporate Future State Job/Role Competency Alignment.

Competencies are the combination of knowledge, skills and abilities (KSAs) that contribute to individual and organizational performance. In order for tasks to be performed successfully, the tactical design team must align each task with the appropriate competencies. Competency modeling is an iterative process that takes place parallel to and in concert with the design of an organization structure. Tactical design is primarily concerned with job/role competencies.

The tactical design team should use competency modeling analysis to develop a job/role competency model that aligns tasks and work unit or job responsibilities with the appropriate technical and non-technical competencies. These competencies, once they have been aligned with the newly developed work, will be used by other teams to designate training and development programs, make selection decisions, and define performance management strategies.

C) Determination of Work Unit Leadership or Managerial Support

- ***Decide on appropriate leadership for the teams and work groups***

At this point, it is important to 1) ensure the appropriate work units have been identified, and 2) make sure management supports are in place to support the work units.

- Identify if teams or work groups will be used.
- Review outcomes of selection of either teams or work groups.

– Teams

When implementing teams, typically a team leader will be used. Some of the behaviors of groups with team leader(s) include:

- Team with leader sets goals
- Team plans with leader
- Team and leader make joint decisions on scheduling, budgeting and resource allocation

The outcomes of the selection of this role include:

1. Less time will be spent managing; therefore, the spans will be larger unless the following situations exist:
 - there tends to be a high turnover in team members
 - the team is of short duration
 - the complexity of the task is high
 - the maturity of the members and/or task is low
 2. Employees tend to have high expectations regarding involvement and decision-making input whenever the word "team" is used and they are assigned to it. Therefore, only use teams and the term "teams" IF a team is appropriate (i.e., synergy, combined measure and mutual work approaches are appropriate for task completion).
 3. Organizations will often ask about "self"-directed teams. However they often use this term to refer to "teams" that function with very minimal management support but have an assigned
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leader coordinator. A “self-directed team” is a team that is 100% self-directed with no assigned leader coordinator. One hundred percent self-directed teams can work if there is a significant commitment on the organization’s part to make them work and the company has exceptional management capability and practices without significant management support. If these teams exist and have been successful, then the design team may want to continue with this design concept. Again, this assumes the work is appropriate for teams and not work groups.

4. Team-based organizations are very productive and there is evidence to suggest they contribute significant bottom-line results, but only if they are implemented with the appropriate management supports.
5. The four management supports that must be in place to make team-based organizations successful are:
 - a) Leadership that is committed to teams as the way to solve a particular business problem. They articulate the business challenge and how teams help clearly and consistently.
 - b) Teams are only used when appropriate. Work groups are used for work that does not require heavy coordination to produce and teams are used when the work demands a collective work product. “Team mania”, the over use of teams, does not result in bottom line results.
 - c) Measures and accountability that are realistic and hold the team fully responsible. Teams composed of individuals with individual measures have difficulty producing significant bottom line results as a team because of the competition that their measures creates.
 - d) Training for team leaders, members and the managers involved in team based organizations needs to be oriented to their respective roles, their type of work, and leading practices in how to manage the teams.

– Work Groups

When implementing work groups typically a Manager will be appropriate. Some of the characteristics include:

- Manager sets individual goals with each individual
- Manager plans, reviews and gets input
- Manager is responsible for scheduling, budgeting and allocating resources
- Manager gets input from subordinates and makes final decisions for issues that affect the entire group

As work groups mature, these responsibilities can be delegated.

The outcomes of the selection of this role include:



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- Due to the nature of the work of these types of structures there will be a need for coordination. This means that the spans will be smaller than with teams and will be driven by conditions similar to those listed above for teams.
- The way to increase spans is by having systems and practices that encourage self coordination even if the work tasks are independent. Within work groups, force joint planning and scheduling to reduce reliance on managers.

Complete the “Work Unit Management Matrix,” included in this accelerator, to help determine if the appropriate supervision has been identified for the tactical design

If the total score is 25-40, chances are that you need managerial roles that are focused more as team coordinators versus supervisors or managers.

If the total score is less than 25, you need supervision over the work group in the form of more traditional managers.

Confirm the choice of work groups or teams and the appropriate supervision

There may be multiple teams and work groups within a given process, and leadership of these units may vary as well.

Document tactical design, including use of work groups, teams and individual work with appropriate management supports